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OP-89-1016

MEMORANDUM FOR: Associate Deputy Director for Administration
FROM: George W. Owens
Director of Personnel
SUBJECT: Comments on Proposed CIA Mission Statement
REFERENCE: Memo fr DD/P&C to ADDA, et al, dtd 30 Oct 89,
Subj.: Strategic Planning Working Group Meeting

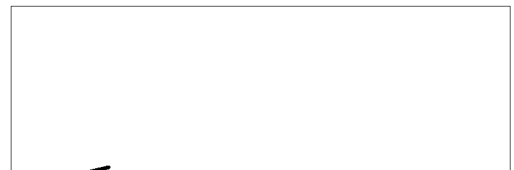
1. The proposed mission statement contained in the reference is a useful starting point for the working group's discussion, but it needs to be expanded. One missing key element is an explicit statement regarding the value we attach to the Agency's workforce and our commitment to develop and manage our personnel in a way which optimizes our contribution to the achievement of our mission. To correct this omission you may wish to propose incorporating the following statement (or a variation of it) into the Agency's mission:

The Central Intelligence Agency has a special responsibility to its employees whose commitment to achieving the mission of the organization is so critical to our success. We seek, therefore, to create and maintain a supportive environment where every employee is provided the opportunity to develop to his or to her maximum potential.

This statement is a paraphrasing of a section of the Office of Personnel's own mission statement, but its sentiment applies equally well in the Agency context.

2. The other missing ingredients in the mission statement have to do with the need for a comprehensive statement regarding whom we serve, the quality of our product, and a suggestion of the Agency's vision with respect to the future. To varying degrees these subjects are addressed in the Agency's Credo, which the working group may wish to draw on as it prepares the final mission statement.

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3. As a final note I recommend the mission statement be written in the present tense to emphasize the current reality of our many activities and to give more power to the statement.

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George W. Owens

Attachment:
Agency's Credo

C O N F I D E N T I A L

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STAT Orig: OP/SPO: 9Nov89;

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C O N F I D E N T I A L

CENTRAL INTELLIGENCE AGENCY

CREDO

We are the Central Intelligence Agency.

We produce timely and high quality intelligence for the President and Government of the United States.

We provide objective and unbiased evaluations and are always open to new perceptions and ready to challenge conventional wisdom.

We perform special intelligence tasks at the request of the President.

We conduct our activities and ourselves according to the highest standards of integrity, morality and honor and according to the spirit and letter of our law and Constitution.

We measure our success by our contribution to the protection and enhancement of American values, security and national interest.

We believe our people are the Agency's most important resource. We seek the best and work to make them better. We subordinate our desire for public recognition to the need for confidentiality. We strive for continuing professional improvement. We give unfailing loyalty to each other and to our common purpose.

We seek through our leaders to stimulate initiative, a commitment to excellence and a propensity for action; to protect and reward Agency personnel for their special responsibilities, contributions, and sacrifices; to promote a sense of mutual trust and shared responsibility.

We get our inspiration and commitment to excellence from the inscription in our foyer: "And Ye shall know the truth and the truth shall make you free."